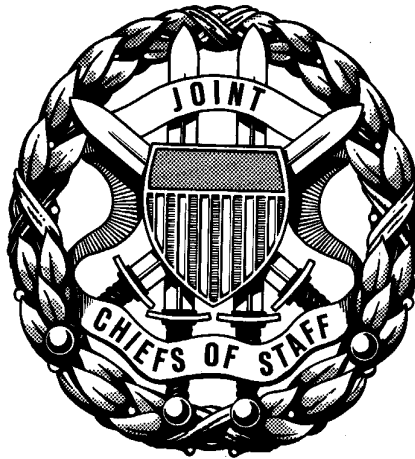
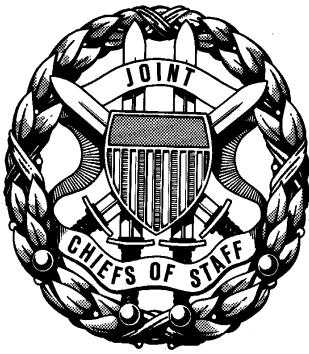


CJCSI 3150.01A
1 November 1999

CJCS REMEDIAL ACTION PROGRAM



JOINT STAFF
WASHINGTON, D.C. 20318-0400



CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7

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CJCSI 3150.01A

1 November 1999

CJCS REMEDIAL ACTION PROGRAM

References: a. CJCSI 3150.25, 11 July 1997, "Joint After Action Reporting System"
b. CJCSM 3500.03, 1 June 1996, "Joint Training Manual for the Armed Forces of the United States"
c. Executive Order 12656, Assignment of Emergency Preparedness Responsibilities (Section 104, (e)).

1. Purpose. This instruction establishes policy, procedures, systems, and responsibilities for the Chairman of the Joint Chiefs of Staff's Remedial Action Program (RAP).

2. Cancellation. CJCSI 3150.01, 11 July 1997, "Chairman, Joint Chiefs of Staff, Remedial Action Program," is canceled.

3. Applicability. This instruction applies to the Joint Staff, combatant commands, Services, combat support agencies (CSAs), Defense agencies, OSD, and the Federal Emergency Management Agency (FEMA). FEMA, in conjunction with the Joint Staff J-5, is the interface with other appropriate Federal agencies. (See Ref c.)

4. Policy

a. The CJCS RAP focuses on issues with joint significance that require the Joint Staff, combatant commands, Services, CSAs, OSD, FEMA, or other Federal agencies to initiate, coordinate, or monitor corrective actions.

b. An issue is a deficiency or shortcoming in existing policies, plans, procedures, supporting strategies, materiel, or forces that may be corrected by specific action. An issue is identified during training or operations, precludes training or operating to Joint Mission Essential Tasks (JMET) standards, and requires focused problem solving. The

issue must be defined and analyzed in terms of doctrine, organizations, training, materiel, leader development, and people (DOTMLP) to facilitate resolution and validation.

c. The CJCS RAP provides a means of tracking and resolving issues submitted by combatant commands, Services, CSAs, Defense agencies, OSD, FEMA, and other Federal agencies to the Joint Staff. These issues are analyzed by the Joint Center for Lessons Learned (JCLL). Additionally, the JCLL prepares issues for consideration by the CJCS Remedial Action Program Working Group (RAP Working Group). The Joint Staff, through the CJCS RAP Steering Group, assigns issues to an office of primary responsibility (OPR) for resolution. The Director, Joint Staff (DJS), approves all recommendations of the RAP Steering Group, before they are released for worldwide distribution. DJS also assigns OPRs to develop and validate solutions to issues. The OPR reports to the RAP Working Group when corrective action is complete. The OPR is responsible for scheduling validation in an exercise, operation, or by some other method and reporting the results to the RAP Steering Group. The RAP Steering Group will then recommend the issue be closed, validation continued, or corrective action be further developed. If the issue is closed, the JCLL documents the issue as resolved in the lessons learned database and then provides feedback to the joint warfighting community.

d. The JCLL, after analyzing an issue, may recommend that the J-7 refer the issue to another formal process (e.g., Joint Monthly Readiness Review (JMRR), Joint Warfighting Capabilities Assessment (JWCA), Joint Doctrine Development Program (JDDP), Joint Professional Military Education (JPME) Review Process, the Joint Strategic Planning System Integrated Priority List (IPL), etc.) for resolution. This should facilitate quicker resolution of the issue.

5. Definitions. See the Glossary.

6. Responsibilities. See Enclosure A.

7. Summary of Changes. This instruction is not a major rewrite of the previous instruction. Changes to the Remedial Action Program include:

a. RAP Working Group now meets four times per year vice two.
(Alternating Face to Face/Video Teleconferencing)

b. Joint Staff Working Group meets monthly.

c. RAP points of contact are now required to update the status of issues on a quarterly basis.

d. RAP categories of RAP/SAI/RI have now been combined into single category of "tracked issues." Previous SAIs and RIs, that were not tracked, are now subject to tracking and require updating on a quarterly basis.

e. RAP categories of PI/NI/EI have now been combined into single category of "non-tracked issues."

7. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components (to include the combatant command), other Federal agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page—<http://www.dtic.mil/doctrine>. Copies are also available through the Government Printing Office on the Joint electronic Library CD-ROM.

8. Effective Date. This instruction is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:

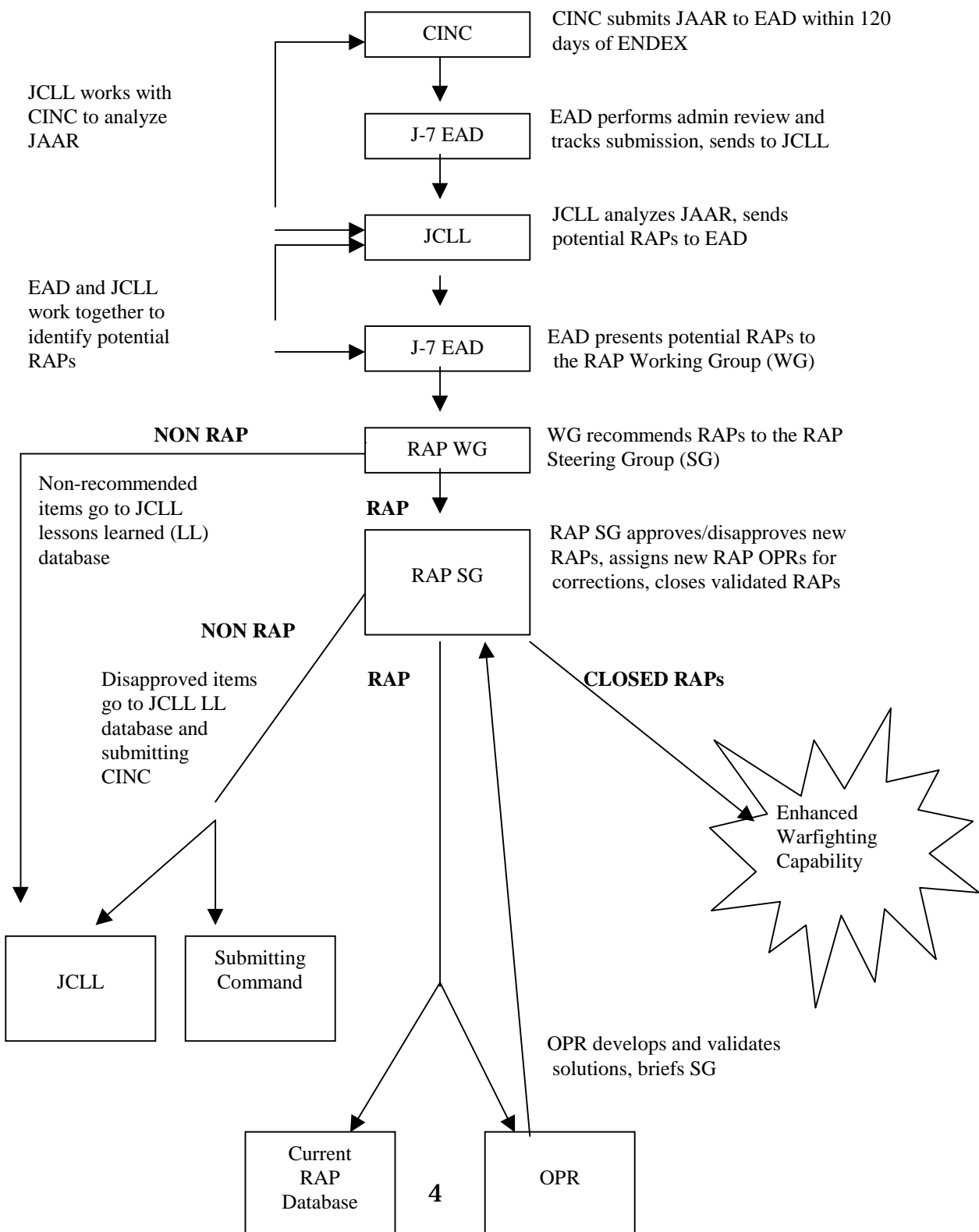


C.W. FULFORD, JR.
Lieutenant General, U.S. Marine Corps
Director, Joint Staff

Enclosure(s):

- A – Remedial Action Program Responsibilities
- B – New Issue Categories
- C – RAP Categories and Actions
- D – Glossary

THE REMEDIAL ACTION PROGRAM (RAP) PROCESS



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ENCLOSURE A

REMEDIAL ACTION PROGRAM RESPONSIBILITIES

1. Chairman of the Joint Chiefs of Staff. The Chairman established the CJCS Remedial Action Program (RAP) to provide visibility, oversight, and corrective action on issues identified during operations and exercises. These issues are submitted to the Joint Staff through Joint After-Action Reports (JAARs).
2. Director, Joint Staff. The Director, Joint Staff (DJS), has overall oversight for the RAP Program and approves all program actions to include accepting the issue to be worked, assignment of an OPR to resolve the issue, and closure. After the DJS approves all RAP Program actions, a memorandum and a message explaining the RAP decisions will be transmitted to all program participants.
3. Director for Operational Plans and Interoperability, J-7. The Director, J-7, has responsibility for program administration. He delegates this responsibility to the Vice Director for Operational Plans and Interoperability (VDJ-7). The VDJ-7 chairs the RAP Steering Group.
4. CJCS Remedial Action Program Steering Group. The RAP Steering Group is composed of planner-level representatives from the Joint Staff directorates, combatant commands, Services, combat support agencies, OSD, and Federal agencies as appropriate. The RAP Steering Group meets twice a year. The RAP Steering Group performs the following functions:
 - a. Manages the program.
 - b. Approves the disposition of new issues.
 - c. Assigns an issue to an OPR for correction.
 - d. Reviews the OPR reports from the RAP Working Group for corrective actions that are complete and validated.
 - e. Closes RAPs following successful validation.

Enclosure A

Actions will not be presented to the RAP Steering Group without prior RAP Working Group approval. The secretary of the RAP Steering Group (Chief, J-7/EAD) can approve exceptions. The recommended disposition of new issues, status updates of open issues, and approved actions (i.e., validations, closures) form the agenda for the RAP Steering Group.

5. The CJCS Remedial Action Program Working Group. The Remedial Action Program Working Group consists of action officers from all the agencies represented on the RAP Steering Group. The group is chaired by the Chief, J-7 Evaluation and Analysis Division (EAD). The chairing of the RAP Working Group can be delegated to another O-6 as required. The RAP Working Group meets quarterly. Meetings will alternate between face-to-face meetings and video teleconferences (VTC). The RAP Working Group performs the following functions:

- a. Reviews all new issues submitted by way of JAARs to the Joint Staff in accordance with reference a.
- b. Recommends disposition of each issue to the RAP Steering Group.
- c. Reviews the status of all open issues.
- d. Approves all actions on issues for presentation to the RAP Steering Group. Actions include OPR transfers, validations, and closures. (Enclosure C contains the definitions and requirements for these actions.)

6. The Joint Staff Working Group. The group is chaired by the Joint Staff Remedial Action Program Coordinator and consists of members from each of the Joint Staff's directorates. Other Washington D.C. area commands are encouraged to attend. The working group performs the following functions:

- a. Reviews all new issues submitted by way of JAARs to the Joint Staff in accordance with reference a.
- b. Recommends disposition of issues.

7. Secretary to the Remedial Action Program Steering Group. To support the RAP Steering Group, the Chief, EAD, J-7, is appointed as the secretary to the group. The secretary will:

Enclosure A

- a. Prepare and distribute agenda materials for the quarterly RAP Working and semiannual Steering Group meetings.
- b. Prepare a Remedial Action Program Steering Group Summary for DJS signature summarizing the decisions of the RAP Steering Group.
- c. Monitor action taken with regard to issues resident in the RAP database and provide a summary status of these issues. Included in this summary are closed issues that have been identified by the JCLL as continuing problems. The status report, as a minimum, will include all open issues and the status of corrective actions. The status report will be presented to the RAP Working and Steering Groups and the DJS.
- d. Oversee the receipt of inputs and updates to the RAP database.
- e. Maintain the CJCS RAP database to reflect the current status of each issue as provided by the OPRs. This database will be released as part of the normal JULLS Master Database. The database will be placed on the SIPRNET. (Address is:<http://157.224.180.9/home.htm>.)
- f. Appoint an action officer from J-7/EAD to serve as the CJCS RAP Coordinator.

8. CJCS Remedial Action Program Coordinator. The RAP Coordinator will:

- a. Forward all new issues to the appropriate processes based on the recommendation of JCLL through their analysis process.
- b. Provide input to the JMRR process by forwarding new issues to the J-7 JMRR point of contact (POC). This will allow the JMRR process to review the issue for applicability and/or inclusion in the JMRR deficiency database. Issues that have been accepted by the JMRR process will be documented and submitted to the RAP Working/Steering Groups for closure.
- c. Evaluate new issues, in conjunction with the JCLL, to identify training issues that should be forwarded to J-7/JETD for potential inclusion as a Chairman's Commended Training Item (CCTI).
- d. Coordinate and schedule RAP Working Group/RAP Steering Group/Joint Staff Working Group meetings. NOTE: The Joint Staff Working Group is called together by the J-7 RAP Coordinator and meets

Enclosure A

monthly. Members include primarily the Joint Staff directorates. Other agencies in the greater Washington, D.C., area may attend. The Joint Staff Working Group will review all new issues prior to presentation to RAP Working Group.

e. Perform other duties related to the CJCS RAP as tasked by the RAP Steering Group or its secretary.

9. Remedial Action Program Coordinators. The Joint Staff, Services, combatant commands, OSD, CSAs, and appropriate Federal agencies will designate Remedial Action Program coordinators at the action officer (O-4/O-5) and planner (O-6/civilian equivalent) levels to act as central POCs for their respective organizations. FEMA, in conjunction with Joint Staff J-5, serves as the coordinator for other Federal civil departments and agencies. RAP coordinators carry out the provisions of the CJCS RAP. These responsibilities include:

a. Reviewing new issues on a monthly basis to assess which ones fall within their functional responsibility and staffing these issues to the CJCS RAP Coordinator with a disposition recommendation. Assignment of OPRs will not be finalized till issues have been reviewed by prospective OPRs and comment is provided back to the JCS RAP Coordinator. With this requirement in mind, it is incumbent upon the individual RAP Coordinators to ensure that they review new issues as they are posted.

b. Represent their organization at the monthly Joint Staff Working Group meeting (made up primarily of Joint Staff members, but other Washington D.C., area command RAP representatives are encouraged to attend).

c. Represent their organization at the quarterly RAP Working Group and semiannual RAP Steering Group meetings. For the process to work as designed, it is essential that the individual RAP Coordinator's ensure that their organization is represented at the Group meetings. Absence from meetings will not absolve organizations from being assigned issues.

d. Staff new issues for resolution and provide quarterly status updates on their open issues to the CJCS RAP Coordinator.

e. Brief status updates to the RAP Working/Steering Groups (see Enclosure C).

Enclosure A

f. Performing other duties related to the CJCS RAP as tasked by the RAP Steering Group.

10. Combatant Commands

- a. Each combatant command will establish an internal RAP.
- b. Submit Joint After-Action Reports per reference a.

11. Joint Center for Lessons Learned

a. Provides analysis for issues subject to the RAP process. The JCLL will:

(1) Analyze issues using other data (i.e., CINC and Service databases; joint publications; and CINC, Service, and CSA SME's) that will add issue definition, credence, and clarity. JCLL will actively involve CINCs in the analysis process to determine validity.

(2) After analysis and coordination with CINCs, forward CINC-proposed issues and JCLL-identified issues to the CJCS RAP Coordinator. Additionally, a report will be generated on types of issues most frequently addressed in the lessons learned process. This report will be presented at the quarterly working group. Issues requiring another formal process for resolution will be recommended for forwarding by the J-7 to that process.

(3) Determine if closed issues are reoccurring in exercises or operations.

(4) Forward applicable issues to J-7, JETD, for potential inclusion as a CCTI.

12. J-7 EAD/Evaluation Branch

a. J-7 Evaluation Branch will review all active issues, closed issues, and any emerging issues or trends as identified by the JCLL. During the assessment of CINC exercises, the evaluation team will target issues identified by the JCLL for inclusion in their assessment plan.

Enclosure A

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Enclosure A

ENCLOSURE B

NEW ISSUE CATEGORIES

1. General. CJCS Remedial Action Program (RAP) issue categories are used to identify remediation and reporting requirements.

2. Categories

a. Tracked Issue. A Tracked Issue is a deficiency or shortcoming in existing policies, supporting strategies, plans, procedures, systems, materiel, or forces that focus on issues with joint implications. Tracked Issues are closely followed from identification through correction, validation, and closure.

(1) Tracked Issues are entered in RAP when no other formal process exists or the existing formal process has been ineffective.

(2) Appointed OPRs will identify and implement corrective action necessary to resolve the issue.

(Note: these issues will include what were formerly RAPS, SAIs, and RIs, the intent is to keep the issue focused in order to bring it to resolution, not to imply which category is more important or carries more weight. All issues need to be resolved based on priorities of the warfighters and the Joint Staff and analysis provided by the JCLL.

b. Non-Tracked Issue. A non-tracked issue is either a problem encountered by a command for which procedures exist but were not followed, information that can be used as a potential checklist or reminder, or something that pertains to exercise design and management that would not occur in an actual operation. All issues that will be entered into the database as non-tracked will have the comments section modified to explain the decision of the working/steering group. The following are some of the rationales that will be used:

(1) Procedural issue, an established procedure or policy was not followed. If this is the reason, then the policy or procedure that was not followed will be listed.

(2) Exercise issue. The issue arose due to exercise constraints or design, should only arise in an exercise environment, and would not occur in actual operations.

(Note: The JCLL will track repetitive occurrences of exercise design and management issues in order to provide analysis.

(3) Noted issue. This issue is a good news story (i.e., why things went right) or as possible items to think about or include when planning a training event or operation.

ENCLOSURE C

RAP CATEGORIES AND ACTIONS

1. Remedial Action Program (RAP) Reporting Requirements

a. Tracked Issue. A solution is being actively pursued by the assigned OPR. Electronic status updates on all active RAPs are due quarterly to the CJCS RAP Coordinator and will be briefed at all RAP Working Group/Steering Group meetings.

(1) Tracked issues are briefed by the program coordinator from the command or agency that is assigned the action. The RAP Steering Group secretary determines the format for this presentation.

(2) After each RAP Steering Group meeting, J-7, EAD, will produce a RAP status book reflecting the current status of all tracked issues.

b. Closed Issue. All actions by the OPR to resolve the issue are completed, and the issue has been validated as required.

(1) The JCLL and CJCS RAP Coordinator will review closed issues to determine if these issues are reoccurring in exercises or operations. Continuing occurrence of an issue after solution publication may be grounds for the issue to be brought back to the RAP Steering Group for reconsideration.

(2) Procedures and requirements for closing a RAP are discussed below.

c. Non-Tracked Issue. These JULLs are returned to the JCLL JAAR database. All action is suspended.

2. Remedial Action Program Actions

a. Validation. Validation ensures the developed solution is effective and can be applied in the "real world." In most cases, a tracked issue must be validated before it can be closed.

(1) The most common methods for RAP validation are a “real world” operations, CJCS-sponsored exercises, or CINC exercises.

(2) Validation, however, may be accomplished using any method that provides the RAP Steering Group assurance that the issue is solved. Special studies or an operational test and evaluation program are also acceptable means of validation.

(3) An appropriate CINC, head of a CSA, OSD equivalent, or Federal agency should validate the corrective action in an exercise or operation. This process will be coordinated through JETD by the OPR for the issue’s resolution.

(4) It is recognized that, in some cases, RAP validation may be unnecessary or not required. The CJCS RAP Steering Group must approve these cases. If approved, the issue is considered “closed by decision.”

b. Closure. The CJCS Remedial Action Program Steering Group may close a tracked issue when any of the following conditions exist:

(1) All actions to resolve the problem are completed and the solution has been validated.

(2) All actions to resolve the problem are completed and validation is not required.

(3) The OPR, after careful analysis and in coordination with the J-7, determines the issue should be closed because a solution already exists or there is no solution available.

(4) Corrective action to remedy the issue was repeatedly unsuccessful (e.g., legislative actions fail, budget request is rejected, or recommended corrective actions are continually disapproved).

(5) The issue has evolved from a US-only to a combined action and the US portion is complete.

(6) The Chair, Remedial Action Program Steering Group, decides the issue should be closed because new criteria relating to it have rendered the issue irrelevant. In the Chair’s judgment, the fundamentals of the original issue have been resolved.

c. OPR Transfer. OPR transfer is the transfer of the responsibility of a tracked issue from one agency to another.

(1) The current OPR must coordinate the transfer with the new OPR prior to the next RAP Working Group. The new OPR must accept the responsibility at the RAP Working Group for the transfer to be complete.

(2) An announcement of an OPR transfer of a tracked issue will be presented to the RAP Steering Group by the new OPR as part of the status update briefing. OPR transfer actions will be included in the RAP Steering Group decision summary.

d. Combining Tracked Issues. Issues that are similar in nature and share a common solution will be “folded together” to form a single tracked issue.

(1) New issues may be identified that are similar in nature and share a common solution with an existing tracked issue. These issues will be folded into the existing tracked issue with concurrence of the issue OPR.

(2) The comment section of the new issue will be annotated with the JULLS number of the existing issue. The existing issue will also be annotated with the fold-in JULLS number.

Notes:

1. Closures resulting from conditions in subparagraphs 2b(2) through 2b(5) will be recorded in the RAP database as “closed by decision” or “closed by direction of Chair, Remedial Action Program Steering Group.” An explanation will be included in the comment section of the issue.

2. The RAP Working Group must review all closure recommendations before being presented to the RAP Steering Group.

3. To close an issue, the OPR must submit a memorandum summarizing the actions taken to resolve the issue and the method of validation to the RAP Steering Group. If the issue was validated, the

memorandum must be signed by an O-6 (colonel or Navy captain) or civilian equivalent and addressed to the Chief, EAD, J-7.

4. A memorandum recommending closure by decision or closed by the Chair, Remedial Action Program Steering Group, must be signed by a flag officer or civilian equivalent and addressed to the VDJ-7. The Secretary, Remedial Action Program Steering Group (Chief, J-7/EAD), will collect and manage all memorandums.

5. Closure memorandums must be received at least 2 weeks prior to the RAP Steering Group meeting. These memorandums will be included as part of the meeting agenda. OPRs will brief closures as part of their RAP status updates.

6. Closure letters for issues closed by direction of the Chair, Remedial Action Program Steering Group, will be provided to the J-7 secretary no later than 3 weeks after the CJCS RAP Steering Group meeting.

7. All tracked issues will be kept in one database with the implementation of this CJCSI.

GLOSSARY

CCTI	Chairman's Commended Training Item
CINC	Commander In Chief of A Combatant Command
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CJCSM	Chairman of the Joint Chiefs of Staff Manual
CSA	Combat Support Agency
DJS	Director, Joint Staff
EAD	Joint Staff, J-7, Evaluation and Analysis Division
EI	Exercise Item
JAARS	Joint After Action Reporting System
JCLL	Joint Center for Lessons Learned
JETD	Joint Staff, J-7, Joint Exercise and Training Division
JMRR	Joint Monthly Readiness Review
JPME	Joint Professional Military Education
JMET	Joint Mission Essential Tasks
JTMP	Joint Training Master Plan
JULL	Joint Universal Lessons Learned
JWCA	Joint Warfighting Capabilities Assessment
NI	Noted Item
OPR	Office of Primary Responsibility
OSD	Office of the Secretary of Defense
PI	Procedural Item
POC	Point Of Contact
RI	Referred Item
SAI	Single Agency Item
SIPRNET	Secret Internet Protocol Router Network
SME	Subect Matter Expert
UJTL	Universal Joint Task List
VDJ-7	Vice Director for Operational Plans and Interoperability